

Implementing Total Quality Leadership

Lesson Four

Leadership of Quality

Objectives

- λ **Describe the role of the top leader in implementing TQL**
- λ **Describe the role of the ESC in leading process management activities**
- λ **Describe the actions the leaders take to demonstrate commitment to TQL**
- λ **Describe methods to enhance commitment**

Leadership Actions For Leading Process Management	I M P R O V E M I S S I O N P E R F O R M A N C E	Develop Critical Mass	Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need
		Initiate Process Management Efforts	Create a quality environment Clarify mission and quality philosophy Identify significant processes Charter and train teams Establish the practice of command-wide process management Provide resources Develop Implementation Plan
		Support & Extend Process Management Efforts	Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education / process mgmt.

Leadership Actions For Leading Process Management	I M P R O V E M I S S I O N P E R F O R M A N C E	Develop Critical Mass	Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need
		Initiate Process Management Efforts	Create a quality environment Clarify mission and quality philosophy Identify significant processes Charter and train teams Establish the practice of command- wide process management Provide resources Develop Implementation Plan
		Support & Extend Process Management Efforts	Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education/process mgmt.

Leadership	I M P R O V E	Develop Critical Mass	Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need
			Create a quality environment
Develop Critical Mass		Educate and train the Top Leader Select and train the ESC Select and train the TQL Coordinator Create felt need	
Management	F O R M A N C E	Support & Extend Process Management Efforts	Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education/process mgmt.

Leadership Actions For Leading Process Management	I M P R O V E M I S S I O N P E R F O R M A N C E	Develop Critical Mass	Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need
		Initiate Process Management Efforts	Create a quality environment Clarify mission and quality philosophy Identify significant processes Charter and train teams Establish the practice of command- wide process management Provide resources Develop Implementation Plan
		Support & Extend Process Management Efforts	Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education/process mgmt.

**Initiate
Process
Management
Efforts**

**Create a quality environment
Clarify mission and quality philosophy
Identify significant processes
Charter and train teams
Establish the practice of command-
wide process management
Provide resources
Develop Implementation Plan**

I
M
P
R
O

**Develop
Critical
Mass**

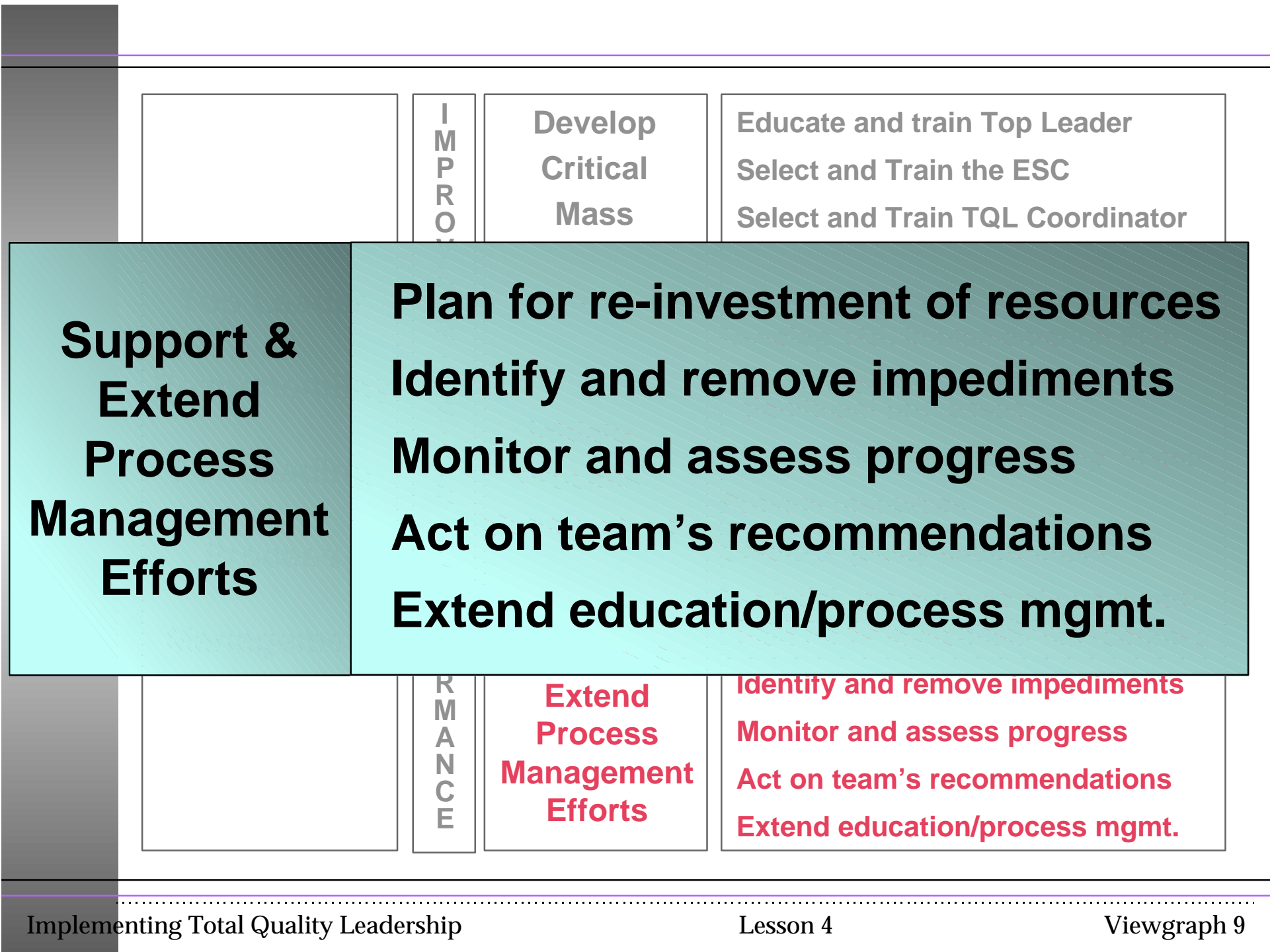
**Educate and train Top Leader
Select and Train the ESC
Select and Train TQL Coordinator**

A
N
C
E

**Process
Management
Efforts**

**Monitor and assess progress
Act on team's recommendations
Extend education/process mgmt.**

Leadership Actions For Leading Process Management	I M P R O V E M I S S I O N P E R F O R M A N C E	Develop Critical Mass	Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need
		Initiate Process Management Efforts	Create a quality environment Clarify mission and quality philosophy Identify significant processes Charter and train teams Establish the practice of command- wide process management Provide resources Develop Implementation Plan
		Support & Extend Process Management Efforts	Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education/process mgmt.



Commitment of Top Leader

- λ **What is commitment?**
- λ **Why is commitment important?**
- λ **What does commitment look like?**

How to Enhance Top Leader Commitment

- λ **Education and training**
- λ **Success stories**
- λ **Suggestions from other TQL coordinators**

Once the Top Leader is Committed:

- ∩ **Build on that commitment**
- ∩ **Avoid *Quick-Results* Syndrome**

***The top leader
needs to be
committed!***

ESC Selection Criteria

- λ **Controllers of resources**
- λ **Workable group size**

Summary

- λ The primary responsibility of leadership during phase-one activities is to ***Improve Mission Performance.***
- λ The top leaders lead the transformation, establish a quality environment, and encourage process improvement and innovation.
- λ Leadership commitment is demonstrated through action and example.
- λ The TQL coordinator works with the top leaders to build commitment.